

INFORMATION PACKAGE

PROPOSED FIVE YEAR FINANCIAL PLAN

2014 TO 2018

- Highlights
- Supporting Schedules
- Five Year Financial Plan (2014 to 2018)



City Council invites participation regarding the proposed Financial Plan before it is adopted.

Written submissions are invited from the public and will be considered by Council at a
Special Meeting on Tuesday, March 11, 2014

Written submissions must be received at City Hall by 4:00 pm Friday, March 7, 2014

CITY OF CRANBROOK FIVE YEAR FINANCIAL PLAN HIGHLIGHTS 2014 – 2018

Community Planning Goals Guide City's Financial Process

Cranbrook is a diverse and growing community that enjoys a high standard of municipal programs and services aimed at maintaining and improving quality of life for all residents.

Goals such as affordability, accessibility, a strengthened economy, improved infrastructure, utility and environmental services; support of recreation, culture and the arts, as well as social responsibility help guide the City of Cranbrook in overseeing an annual \$75 million operating budget to maintain this standard.

Within Council's policy direction and key objectives, the Budget process is guided by the Finance and Computer Services Department (Finance) and spans seven departments. Each department is responsible for overseeing a multitude of programs that keep City operations running smoothly. The majority of these public services, from road improvements to public transit and maintaining parks and green spaces, has a cost that is accounted for.

Investment in the local economy and improving civic pride have been seen through improvements of the downtown, improvements at the Airport, the strip, waste water treatment, arena upgrades, new Fire Hall, upgrades to roads and water distribution systems, fiber optic installation and expansion of the cycle/walk trails.

Meanwhile, the City has focused on keeping property taxes affordable over the past five years while maintaining or improving levels of service. This fine balance has been achieved through efficiencies within City operations such as greater utilization of in-house services, as well as utilizing municipal reserves, increasing user fees and through government grants.

Once the Senior Management team completes their review following the policy direction and priorities of Council, the Budget is presented to Council and the public in a series of open budget meetings plus a special Budget meeting to consider public concerns. Council debates the issues presented and directs Administration on final Budget decisions. The Financial Plan is approved by bylaw prior to setting the tax rate in May.

The City has five funds: the General Fund, Water Fund, Sewer Fund, Solid Waste Fund and Airport Fund. In broad terms, the General Fund represents the cost of providing all the municipal services other than utilities and airport. Costs that are in excess of user fees, and other non-tax revenue, are funded by property taxes. The *Community Charter* requires that all revenue sources be identified and the revenue must cover all anticipated expenditures. The *Community Charter* does not allow the City to incur a Budget deficit.

City Programs

To serve the citizens of Cranbrook, the City operations are divided into programs. These programs represent everything the City does as part of its annual operations. These include police and fire protection, road maintenance, parks and recreation programs, development services, and provision of the water, solid waste management and sewer utilities, as well as administrative services that support City Council and the other operating programs such as human resources, payroll, accounting, and information technology.

Corporate Management

Within the corporate management structure, each program is assigned to a department. Each department has a Director who oversees the operations of the programs within his/her authority. There are seven departments, each of which reports to the Chief Administrative Officer. They are:

- Corporate Services
- Finance and Computer Services
- Public Works
- Leisure Services
- Engineering Services
- Fire & Emergency Services
- Airport

The City contracts police services through the RCMP.

Functional

A function is a broad group of like services.

- Solid Waste Management
- Cemetery Operations
- Policing
- Fire Protection
- Infrastructure Maintenance
- Public Transit
- Parks, Recreation and Culture
- Environmental Protection
- Development
- Legislative and Enforcement
- Corporate Administration
- Water Utility
- Sewer Utility
- Airport
- Debt Servicing
- Capital Expenditures

Financial Plan Process and Timing

The 2014 to 2018 Financial Plan process began in the fall of 2013. Guidelines, a timetable and current operating reports were sent to all the Directors. A capital plan and financial plan for each Department or function was prepared by the Directors. The Chief Administrative Officer and the Senior Management Team met in the fall of 2013 to review the operating and capital plans and to determine what would be presented to Council.

December 2013 through March 2014, Council considers information received from City staff and the input received from the general public, and will direct Administration to make necessary adjustments to the Financial Plan.

This April, Council will adopt the 2014 to 2018 Financial Plan Bylaw and in early May the Tax Rate Bylaw at open Council meetings.

Budget

Budget planning starts with an assumption that services will remain at the same levels as in the previous year. Then Finance begins costing for inflationary changes or contractual obligations within each department. Directors meet with their managers and review year-to-date actual costs against budgets and see if there are any overruns, areas that need more resources to maintain service levels or items that can be cut or reduced while still maintaining service levels.

The operating Budget is prepared on an incremental basis. This means it focuses on changes from the previous year's operations. These changes might include new or expanded programs at Council's discretion, non-controllable cost increases, salary and employment benefit increases related to Collective Agreements and the removal or addition of one-time recurring revenues and expenditures from the preceding year.

Property Taxes

Service Levels

The majority of the City's revenue is obtained through property taxes. When preparing the Budget, staff first determines the amount of revenue required to provide all the desired municipal services to our residents. Staff then determines the amount of revenue (other than property taxes) the City can expect to receive through fees and charges, federal and provincial government grants, etc. The difference between the budgeted expenditures and the other revenue represents the amount of property tax revenue the City must collect to provide the services to the levels prescribed by Council. To adjust the amount of property taxes required, the City must adjust the service levels provided. The challenge is to determine the appropriate service level weighed against the cost of providing that service. When the cost of providing a service increases (e.g. through inflation, changes in statutory requirements or product cost increases), the City must either raise more revenue to provide the same level of service or reduce the level of service provided.

The Tax Rate

The City determines the "tax rate" (a charge per \$1,000 of assessed property value) by dividing the sum of all the assessed property values in the City by the amount of property tax revenue that must be collected. The "tax rate" is simply a means of determining how much each individual property owner must pay to receive the package of services provided by the City. The rationale for this approach is that owners of larger properties pay more than owners of smaller properties, or that individuals owning larger homes, in general, have an ability to pay more than those in lesser valued properties. Consequently, we must calculate the tax rate each year based on the revenue the City must collect and the assessed values of all the properties in the City at that time. Changes in the total assessed values in the City will cause the tax rate to change, but will have no effect on the amount each property owner must pay unless his/her assessed value change is different than the average change in value.

Taxation Levels

The 2014 to 2018 Financial Plan includes budgeted property tax revenues for general municipal purposes as follows:

<u>Year</u>	<u>Taxation Revenue</u>
2014	\$ 23,059,380
2015	24,470,099
2016	26,061,611
2017	27,758,910
2018	28,872,536

The proposed increase in property taxes, after non-market change (new construction) of \$150,000 is 3.37% in 2014 and 4.47% in 2015. A 1% change in the levy relates to approximately \$219,000. The dedicated Road Improvement Tax that was introduced in 2010 will continue again this year. An additional 1% property tax will be assessed to all properties and set aside for road work only. Thus, the projected General Property Tax increase for 2014 is 4.37% (5.47% in 2015).

The actual 2014 General Property Tax increase can only be finalized when the City receives the Revised Roll from BC Assessment Authority which is expected in April. But, based on a preliminary Assessment Roll, it is projected to be 4.37%.

In 2005, Council adopted Recapitalization Reserve Fund Bylaw No. 3526 to annually set aside money for the future upgrade or acquisition of municipal capital assets. The cumulative contribution of $\frac{3}{4}$ of 1% of the property tax revenue is included in the taxes noted above (\$1,074,000 in 2014). Approximately, \$892,000 of this reserve is funding various capital items in 2014.

Increase in General Municipal Property Taxes

The average general municipal property tax increase (excluding school and other non-city taxes) for Taxpayers is projected to be about 3.37% or about \$23.80 per \$100,000 of assessed value for residential property unless City Council chooses to change the distribution of property taxes. The 1% dedicated Road Improvement Tax equates to about \$7.07 per \$100,000 of assessed value for residential property in 2014. The combined 2014 General Municipal Property Tax increase is 4.37% or \$30.87 per \$100,000 of assessed value.

Influencing the 4.37% tax increase for 2014 are several factors, including the 1% dedicated Road Improvement Tax, the $\frac{3}{4}$ % contribution to the Recapitalization Reserve, a 3.5% increase in the RCMP contract, negotiated staff wage increases, and increased costs to materials and outside contractors.

For a home in Cranbrook with an assessed value of \$300,000, the projected 2014 General Municipal Property Taxes will be about \$2,212 before the Home Owner Grant (or \$6.06/day) for all municipal services.



Distribution of Property Taxes

As per Section 165(3.1) of the *Community Charter*, the distribution of general municipal property taxes among the classes is estimated to be:

<u>Class</u>		<u>2014</u>
01	Residential	1.00
02	Utilities	6.575
05	Light Industry	2.863
06	Business and other	2.63
08	Rec/Non Profit	2.393
09	Farm	2.82

The above estimation is based on the 2013 distribution. On an annual basis, after the current year's budget has been finalized, City Council reviews the distribution of property taxes among property classes.

Utility and Parcel Tax Rates

The monthly utility fees for water, sewer, and solid waste (which were \$55.50 per month in 2013) are projected to be:

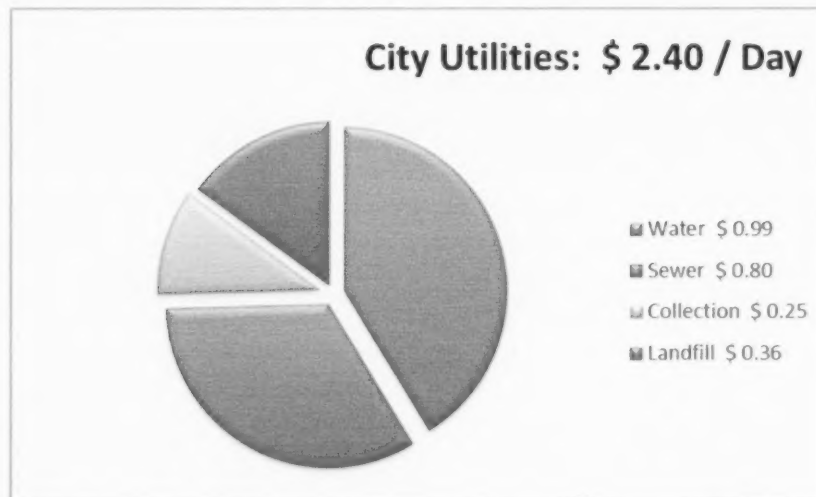
<u>Year</u>	<u>Monthly Rate</u>	<u>Revenue</u>
2014	\$ 56.50	\$ 6,779,613
2015	59.50	7,158,782
2016	59.50	7,187,417
2017	59.50	7,216,167
2018	59.50	7,245,031

The annual parcel tax charge (which was \$13 in 2013) is projected to be:

<u>Year</u>	<u>Rate per Taxable Meter Frontage</u>	<u>Revenue</u>	<u>Annual charge to average home (based on 15.25 m. lot)</u>
2014	\$ 13.00	\$ 2,294,239	\$ 198
2015	13.00	2,303,416	198
2016	13.00	2,312,630	198
2017	13.00	2,321,881	198
2018	13.00	2,331,168	198

Growth at an estimated rate of 0.4% is factored into the above revenue for the years 2014 to 2018.

For an average home in Cranbrook, the projected 2014 utility and parcel tax fee will be about \$876 (or \$2.40/day).



Capital Projects

The amounts designated for municipal capital expenditures over the next five years are:

2014 -	\$ 19,438,499
2015 -	7,291,856
2016 -	9,056,648
2017 -	10,520,625
2018 -	29,826,463

Major projects for all years have been summarized on the attached schedules.

Special Projects and Studies

The Five Year Financial Plan includes many special projects and one time planning items. Summaries showing the special projects for all years are attached.

Road Program

The 2014 Budget includes \$2,298,603 for the roads program and road recap program.

Funding for these programs will be:

Taxation and Utility Fees	\$1,045,000
GST Infrastructure Reserve	250,000
1% Roads Improvement Tax	1,003,603

Details of the 2014 preliminary road improvement program, pending firm construction pricing and other considerations, will be provided at a later date.

Western Financial Place

The City took over the operation of the Rec Plex in March, 2007. In 2012, the building was renamed Western Financial Place, after a naming rights agreement was reached with Western Financial Group. Projected revenues in 2014 from WFP, including pool operations, are \$933,200. Operating expenses are estimated to be \$2,756,315 before debt payments of \$1,619,441. In 2014, \$50,000 of the Naming Rights Reserve will be used to update the sound system at Western Financial Place.

Regional Landfill

The annual contribution to the RDEK is expected to be \$1,700,000 in the years 2014 through 2018 for the regional landfill fee.

Financial Support

The City provides funding to non-profit organizations and agencies that provide services to the community including the Cranbrook Public Library, Key City Theatre, Chamber of Commerce, Museum of Rail Travel and Cranbrook Curling Club. In 2014, the funding is budgeted to be \$968,305.

In addition, City Council has approved permissive tax exemptions to not-for-profit organizations in 2014 in the estimated amount of \$202,972.

Listings of the 2014 Grants to Organizations and 2014 property tax exemptions are attached.

Public Transit

In partnership with BC Transit, the City continues to provide public transit and para-transit to the residents of Cranbrook. The cost of this service is shared with BC Transit. The City's share of costs for 2014 are budgeted at \$627,550 net of revenue.

RCMP

The City has a contract with the RCMP to provide police services for the City. The 2014 contract for 26 Officers is budgeted at \$3,871,978.

Reserve Fund Activity

Staff members are continuing to process year-end entries. It is anticipated that once all the entries have been posted, the balance of all reserves at December 31, 2013 will be \$13,498,558. Budgeted deposits to reserve funds in 2014 amount to \$3,298,450 including:

\$1,074,000	Recapitalization reserve for municipal capital assets
788,000	Federal gas tax rebate for infrastructure tangible capital assets
596,685	Airport Improvement Fees
190,000	GST rebate for residential infrastructure programs
122,000	Equipment replacement reserve
60,000	Carbon Offset Reserve to support carbon emissions reduction

Reserve funds of \$3,502,849 are being spent in 2014 for various projects including:

\$941,800	Public Works Equipment Replacement
660,000	Idlewild Park Redevelopment
400,000	Road Program
299,900	Airport Expansion Debt Servicing
266,000	Western Financial Place improvement projects
165,000	Library improvement projects
158,500	LED Streetlights
100,000	Sidewalk Program
60,000	McKinnon Park playground equipment

Development Cost Charge Activity

Development cost charge monies of \$390,000 may be used to pay developers in 2014 for oversizing rebates and contribute towards growth related infrastructure upgrades.

Borrowing

Over the five-year period 2014 to 2018, the City plans to borrow approximately \$15,584,400 for various capital projects as follows:

<u>Capital Project</u>	<u>Year</u>	<u>Amount</u>	<u>Term</u>	<u>Annual Payment</u>
Fire Hall Training Facility	2014	375,000	5 years	85,875
Water Tanker Truck (Fire)	2014	400,000	5 years	91,600
Pinecrest Road Replacement	2014	1,448,400	25 years	121,683
Transfer Pipeline - Phase II	2014	1,438,709	20 years	134,630
Fire Hall #1 Retrofit	2015	500,000	20 years	46,790
RCMP Building Cell Blocks	2016	275,000	10 years	39,400
Solar Power Panels (WFP)	2016	300,000	10 years	43,000
Kinsmen Quad Park Upgrades	2016	500,000	20 years	46,790
Garbage Truck - Mechanized Pickup (Incl. Bins)	2016	700,000	5 years	171,240
Fire Engine	2017	550,000	5 years	134,545
Moir Park Ball Diamonds	2017	500,000	20 years	46,790
RDH Recommendations (WFP)	2017	264,000	10 years	37,830
Twinning Supply from Phillips Reservoir	2018	2,000,000	20 years	187,165
Gold Creek Reservoir Diversion (Incl. study)	2018	2,333,300	20 years	218,360
Water Treatment Plan	2018	4,000,000	20 years	374,330

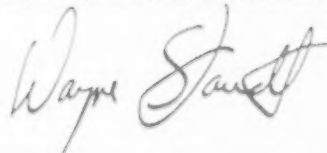
Salaries and Wages

In 2013, a new Collective Agreement with CUPE 2090 was reached in principle for the period of March 1, 2012 to February 28, 2017. This Collective Agreement provides negotiated increases to the CUPE wage scales on March 1st of each year; 2.0% in each of 2012, 2013 and 2014, 2.2% in 2015 and 2.3% in 2016. An equivalent increase to the CUPE negotiated increases will also be applied to the Exempt salary structure.

The City's Collective Agreement with Cranbrook Fire Fighters Local 1253 expires on December 31, 2014. As of 2014, the Cranbrook Fire Fighter pensions are part of Group 5 of the Municipal Pension Plan. Similar to other BC municipalities, Cranbrook Fire Fighter wages are based on the City of Vancouver/Vancouver Fire Fighter contract which is effective up to December 31, 2011.

Amortization of Capital Assets

Effective 2009, the Public Sector accounting rules required the City to begin amortizing (depreciating) its tangible assets over their useful life. Amortization for 2014 has been estimated at about \$6,500,000 and has been included in the Financial Plan.



W. Staudt, CA
CAO

Capital Projects 2014 to 2018

Project	2014	2015	2016	2017	2018
General Fund:					
Corporate & Financial Services:					
City Hall Building	20,000				80,000
Library Building	192,037				
Automation	15,000	15,000	15,000	15,000	15,000
Fibre Optic Network	100,000				
Other	63,672				
Protective Services:					
RCMP:					
Building	30,000		355,000		
Fire:					
Hall #1	130,000	500,000			
Hall #2	375,000				150,000
Mobile Equipment	400,000			595,000	
Other Equipment	19,000	26,000	80,000	80,000	95,000
Engineering:					
Roads Program	2,183,603	2,417,856	2,664,648	2,931,425	3,210,963
Local Service Area	1,448,400				
Storm Sewers	214,175	350,000	350,000	350,000	350,000
Cycle/Walk Trails	296,301	100,000	100,000	100,000	100,000
Technology	38,861	25,000	25,000	25,000	25,000
Local Drainage			250,000	250,000	250,000
Oversizing Rebates	60,000	60,000	60,000	60,000	60,000
Public Works:					
Buildings			225,000	50,000	455,000
Sidewalks	100,000	100,000	275,000	100,000	100,000
Mobile Equipment	721,882	125,000	390,000	560,000	195,000
General Equipment	397,656	77,000	40,000	40,000	40,000
Street/Traffic Lights	232,250	221,000	240,000	71,500	71,500
Parks	216,091			440,000	
Cemeteries		50,000	50,000	50,000	50,000
Other	106,898		10,000	10,000	10,000
Recreation/Culture:					
Parks	2,171,930	515,000	1,220,000	725,000	325,000
Western Financial Place	246,770	293,000	897,000	284,200	195,000
Curling Rink	25,000	25,000	25,000	331,000	395,000
Memorial/Kinsmen			50,000	249,000	40,000
Equipment	25,000	150,000	35,000	68,500	17,000
Moir Campground				2,000,000	
Other	40,000				
Total General Fund:	9,869,526	5,049,856	7,356,648	9,385,625	6,229,463

Capital Projects 2014 to 2018

Project	2014	2015	2016	2017	2018
Water Fund:					
Buildings	209,880				
Roads Program	25,000	200,000	200,000	200,000	200,000
Mobile Equipment	80,000	170,000		75,000	150,000
General Equipment	152,966	30,000	30,000	30,000	37,000
Reservoir		40,000			9,000,000
Oversizing Rebates	40,000	40,000	40,000	40,000	40,000
Water Treatment Plant					12,000,000
Total Water Fund:	507,846	480,000	270,000	345,000	21,427,000
Sewer Fund:					
Buildings		80,000			
Roads Program	90,000	200,000	200,000	200,000	200,000
Sanitary Sewers	350,000	350,000	350,000	350,000	350,000
SCADA	61,307				
Mobile Equipment	110,000	125,000	45,000	75,000	150,000
General Equipment	25,120	12,000			
Header Pipeline	5,772,700				
Spray Irrigation Site	970,000			60,000	
Oversizing Rebates	40,000	40,000	40,000	40,000	40,000
Other					
Total Sewer Fund:	7,419,127	807,000	635,000	725,000	740,000
Solid Waste Fund:					
Garbage Truck	200,000		700,000		200,000
Airport Fund:					
Airport Buildings	10,000	30,000	55,000	50,000	
Mobile Equipment	10,000	15,000	40,000		600,000
General Equipment	7,000	10,000			30,000
Runway	1,215,000			15,000	400,000
Parking Lot	200,000				200,000
Access Road		900,000			
Total Airport Fund:	1,442,000	955,000	95,000	65,000	1,230,000
Total Capital Projects	19,438,499	7,291,856	9,056,648	10,520,625	29,826,463

Special Projects 2014 - 2018

General Fund:		2014	2015	2016	2017	2018
Design Study on East Entrance Pullout		10,100				
Asia Pacific Twinning (EDO)	**	26,161				
Climate Resiliency Project		20,000				
Fiber Optic network design	**	9,500				
Integrated Community Sustainability Plan (ICSP)	**	61,737				
Wildlife Education	**	15,000				
City Hall Old Storage Buildings Demo	**	47,840				
Payroll Software		4,690				
Customer Service Training	**	15,000				
Rotary Park Washroom Design		10,000				
Trees at Kinsmen Quad Park	**	22,500				
Asset Management Plan	**	2,842				
Asset Management Plan		40,000	40,000	10,000	10,000	10,000
City Works Program	**	14,226				
Master Development Plan - Moir Gravel Pit Reclamation	**	63,952				
Municipal Master Plan		35,000				
Storm Drainage Study	**	125,000				
Trees for Tomorrow	**	12,573				
Parks & Recreation Master Plan	**	50,000				
WFP - Aquatic centre -Solar Panels	**	36,108				
Key City Theatre - Replacement Planning			100,000			
RCMP Building Planning			100,000			
Fleet GPS			5,000	5,000	5,000	20,000
District Energy - Pre-design Feasibility			50,000			
District Energy - Design Work			10,000			
Moir Park - Design for Tender - Campground			50,000			
Sport Tourism Strategy Study			20,000			
Crush Waste Concrete Stockpiles					200,000	
Review of OCP						100,000
** 2013 projects carried forward to 2014						
Water Fund:						
Asset Management Plan	**	4,597				
Asset Management Plan		40,000	40,000	10,000	10,000	10,000
Leak Detection	**	35,646				
Leak Detection		100,000				
Water Conservation Program (Communications)		20,000				
Low-Flush Toilet Rebate		10,000				
Idlewild/Joseph Creek Dam Safety Review & Report	**	2,394				
Phillips Dam Safety Review & Report	**	2,394				
Well rehabilitation		373,764				
Pathogen Monitoring at Phillips Reservoir		60,000	60,000	60,000		
Water Master Plan		115,000				
Micro-generation Pre-design Study		10,000				
Micro-generation Station Design		10,000				
Watershed Creek Flow Monitoring		130,000				
Water Treatment Study				50,000		
Micro-generation Stations				400,000		
Sewer Fund:						
Asset Management Plan	**	4,597				
Asset Management Plan		40,000	40,000	10,000	10,000	10,000
Sanitary Sewer Master Plan		110,000				

2014 GRANTS TO ORGANIZATIONS

Following adoption of the City of Cranbrook Five Year Financial Plan, the following organizations and agencies will be provided a grant by the City of Cranbrook for the year 2014:

Organization	Grant Amount
Army Cadets	\$ 2,500
Auxilliary Police	2,250
Boy Scouts	450
Boys' and Girls' Club	18,000
Canada Day	7,000
Cranbrook & District Arts Council	22,000
Cranbrook Community Theatre	5,000
Cranbrook Food Bank Society	495
Cranbrook Bugle Band	9,300
Cranbrook Search & Rescue	10,667
Cranbrook Society for Community Living	1,383
Girl Guides	1,830
Key City Theatre	72,930
Ktunaxa Nation Council (Street Angel)	12,000
Mount Baker School - Scholarship	3,500
Sam Steele Society	7,065
Save the Track	5,000
Senior Games Society	400
Summit Community Services	6,000
Sweetheart Committee	1,200
Symphony of the Kootenays	7,500
Cranbrook Chamber of Commerce	86,800
Canadian Museum of Rail Travel	94,620
Cranbrook Public Library Board	550,415
Cranbrook Curling Club	40,000
	<hr/>
	\$ 968,305

STATEMENT OF 2014 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3778, 2013, the following properties were provided a permissive property tax exemption by City Council for the year 2014, as per sections 224(2)(a) and 224(2)(g) of the *Community Charter*.

<u>Roll Number</u>	<u>Address</u>	<u>Property Tax Exemption Recipient</u>	<u>Municipal Property Taxes Exempted</u>
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	\$ 355
841.000	821 - 1st Street South (100%)	New Apostolic Church Canada	4,224
889.000	125 - 10th Avenue South (53%)	Summit Community Services Society	5,310
1047.000	32 - 13th Avenue South (50%)	Community Connections Society of Southeast BC	1,833
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,576
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	1,026
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	417
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	3,494
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	159
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	9,971
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	6,144
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,463
1595.001	20 - 14th Avenue North	Key City Theatre Society	27,056
3479.000	1100 - 11th Street South	Summit Community Services Society	2,078
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	29,716
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	1,939
4748.000	46 - 17th Avenue South	Community Connections Society of Southeast BC	4,259
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	6,529
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,303
8850.000	Kootenay Street North	Cranbrook Alliance Church	2,560
9903.000	2300 - 2nd Street North	Mountain View Village	16,843
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	3,094
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	1,574
12063.130	Lot 13, Adjacent to Elizabeth Lake	The Land Conservancy of BC	282
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	9,185
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	31,055
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,856
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	1,332

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3779, 2013, the following property was provided a permissive property tax exemption by City Council, based on a five year agreement commencing in 2014, in accordance with section 225 of the *Community Charter*.

<u>Roll Number</u>	<u>Address</u>	<u>Property Tax Exemption Recipient</u>	<u>Municipal Property Taxes Exempted</u>
12233.000	2700 - 2nd Street South (75%)	Cranbrook Golf Club	\$ 21,339

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. _____
CONSOLIDATED FINANCIAL PLAN 2014 TO 2018
UNAUDITED

REVENUE	2014	2015	2016	2017	2018
GENERAL MUNICIPAL PROPERTY TAXES	-23,388,874	-24,782,213	-26,373,725	-28,071,024	-29,184,650
PAYMENTS IN LIEU OF TAXES	-303,000	-303,000	-303,000	-303,000	-303,000
PARCEL & LOCAL AREA SERVICE TAXES	-2,340,095	-2,446,618	-2,455,832	-2,465,082	-2,474,371
SALE OF SERVICES & FEES	-4,054,402	-4,058,343	-4,001,540	-6,241,418	-4,354,983
AIRPORT FEES	-2,306,836	-2,357,588	-2,409,455	-2,476,819	-2,533,888
WATER/SEWER/SOLID WASTE FEES	-7,264,487	-7,393,679	-7,422,312	-7,451,064	-7,479,929
RENTALS	-370,101	-376,269	-442,379	-389,070	-395,712
RETURN ON INVESTMENTS	-351,400	-351,400	-351,400	-352,400	-352,400
FINES, PENALTIES & INTEREST	-352,106	-353,769	-355,476	-357,227	-359,024
TRANSFERS FROM OTHER GOV'TS	-8,710,817	-1,827,895	-2,521,024	-1,405,985	-14,926,196
TRANSFERS FROM RESERVES	-3,502,849	-1,691,204	-1,982,172	-1,162,664	-640,509
TRANSFERS FROM SURPLUS	-3,170,926	-955,000	-95,000	-65,000	-540,522
NON FUNDED AMORTIZATION	-6,500,000	-6,500,000	-6,500,000	-6,500,000	-6,500,000
TOTAL CITY REVENUE	-62,615,892	-53,396,977	-55,213,315	-57,240,753	-70,045,183
 BORROWING FOR CAPITAL	 -3,662,100	 -500,000	 -1,728,685	 -1,314,000	 -8,333,333
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
COLLECTIONS FOR OTHER GOVERNMENTS	-9,656,967	-9,698,815	-9,698,815	-9,698,815	-9,698,815
TOTAL ALL REVENUE	-\$75,934,958	-\$63,595,792	-\$66,640,815	-\$68,253,568	-\$88,077,331

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. _____
CONSOLIDATED FINANCIAL PLAN 2014 TO 2018
UNAUDITED

	2014	2015	2016	2017	2018
EXPENDITURES					
GENERAL GOVERNMENT SERVICES	6,825,449	6,709,353	6,955,843	6,867,678	7,041,910
PROTECTIVE SERVICES	8,210,563	8,467,692	8,497,345	8,673,459	8,862,417
ENGINEERING SERVICES	1,217,757	1,009,210	940,196	961,705	983,753
PUBLIC WORKS SERVICES	4,104,423	4,093,830	4,259,192	4,462,070	4,367,526
WATER/SEWER/SOLID WASTE	6,760,303	5,924,862	6,415,580	6,009,150	6,115,661
RECREATION & CULTURAL SERVICES	3,863,178	3,829,990	3,835,180	3,931,627	4,144,984
AIRPORT	1,403,572	1,438,117	1,473,550	1,515,788	1,554,171
DEBT PAYMENTS	3,969,570	4,356,049	4,379,928	4,629,736	4,711,420
TRANSFER TO RESERVES	3,527,270	3,555,770	3,566,492	3,581,081	3,593,085
TRANSFER TO SURPLUS	457,407	720,249	1,062,046	901,833	677,126
CAPITAL EXPENDITURES FROM REVENUE	15,776,399	6,791,856	7,327,963	9,206,625	21,493,130
AMORTIZATION	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
TOTAL CITY EXPENDITURES	62,615,891	53,396,977	55,213,315	57,240,753	70,045,183
 CAPITAL FROM BORROWING	 3,662,100	 500,000	 1,728,685	 1,314,000	 8,333,333
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
TRANSFERS TO OTHER GOV'TS	9,656,967	9,698,815	9,698,815	9,698,815	9,698,815
TOTAL ALL EXPENDITURES	\$75,934,958	\$63,595,792	\$66,640,815	\$68,253,568	\$88,077,331

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. _____
CONSOLIDATED FINANCIAL PLAN 2014 TO 2018
UNAUDITED

	2014	2015	2016	2017	2018
CAPITAL EXPENDITURES					
GENERAL GOVERNMENT SERVICES					
FROM REVENUE	178,672	15,000	15,000	15,000	35,000
FROM BORROWING					
PROTECTIVE SERVICES					
FROM REVENUE	179,000	26,000	206,315	125,000	245,000
FROM BORROWING	775,000	500,000	228,685	550,000	
TRANSPORTATION SERVICES					
FROM REVENUE	4,779,754	3,525,856	4,679,648	5,037,925	4,977,463
FROM BORROWING	1,448,400				
WATER/SEWER/SOLID WASTE					
FROM REVENUE	6,688,273	1,287,000	905,000	1,070,000	14,033,667
FROM BORROWING	1,438,700		700,000		8,333,333
RECREATIONAL & CULTURAL SERVICES					
FROM REVENUE	2,508,700	983,000	1,427,000	2,893,700	972,000
FROM BORROWING			800,000	764,000	
AIRPORT					
FROM REVENUE	1,442,000	955,000	95,000	65,000	1,230,000
BORROWED PROCEEDS					
TOTAL CAPITAL EXPENDITURES	\$19,438,499	\$7,291,856	\$9,056,648	\$10,520,625	\$29,826,463



MOUNTAINS OF OPPORTUNITY

CRANBROOK

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